

# Sustainable FERC Project

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Policies for a Clean Electric Grid

July 17, 2019

The PJM Board of Managers  
c/o Neil Smith, Chair of Search Committee  
PJM Interconnection LLC  
2750 Monroe Boulevard  
Audubon, Pennsylvania 19408

Cc: Dr. Ake Almgren, Susan Riley, Dave Anders, Evelyn Robinson

Dear Mr. Smith,

The undersigned twenty-seven environmental groups, renewable advocates and developers, and consumer advocates are united in our understanding of the urgent threat climate change poses and the knowledge that mitigating climate change will require transformation of the electricity sector. As PJM selects a new Chief Executive Officer, we urge the Board to find an individual capable of leading the organization through the transformations required of PJM as states, consumers, and utilities accelerate their efforts to address the climate crisis.

States, consumers, and municipalities across PJM's footprint have made ambitious commitments to reduce their greenhouse gas emissions. These commitments are driving innovation to reduce emissions at lower cost through tools as diverse as state renewable standards, clean power supply contracts, residential distributed energy resources, and demand response. PJM, while continuing to excel at reliability, must become capable of operating a much more diverse system than the one to which it has become accustomed. PJM's new CEO will need an openness to reforms needed to fully realize the potential of all approaches to combatting climate change.

To meet the challenges ahead, PJM must support states' efforts with an openness to change and willingness to examine its markets, operations, and planning functions to ensure that each of these maximizes the benefits of all approaches to mitigating climate change. This will require supporting a variety of planning practices and business models and developing a degree of technical and regulatory agility uncommon in the utility sector. PJM's new CEO will need the skills to manage these functional change, and, critically, the leadership to drive cultural change at all levels of PJM.

PJM's new CEO must promote a culture of purposeful engagement with states to understand their policies and with consumers to avoid unnecessary costs, all while preserving reliability. PJM's new CEO must be a thought leader capable of articulating a vision for the organization's role in this larger picture, ensure fair relationships with neighboring regions, and a listener who can earn the trust and support of all stakeholders in the PJM community and beyond.

Decarbonization will define the next twenty years of the power sector just as deregulation has defined the previous two decades. The Board must prioritize finding a leader who can lead PJM through this transition to a low-carbon electricity sector.

Sincerely,

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